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TRANSMITTAL SLIP	DATE
TO: ICS Registry	
ROOM NO.	BUILDING
REMARKS:	
FROM: [illegible]	
ROOM NO.	BUILDING / EXTENSION

FORM NO. 1 FEB 56 241 REPLACES FORM 36-8 WHICH MAY BE USED. (47)

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OfM-SC

ICS 6187-87
15 May 1987

25X1

MEMORANDUM FOR: [redacted]
Chief, Budget and Finance, AS/ICS

25X1

FROM: [redacted]
Executive Officer, ICS

SUBJECT: Fiscal Year 1989/1990 IC Staff Program Call

REFERENCE: Memo, DCI/ICS 6171-87, dtd 23 Apr 87, Same Subject.

1. In response to referenced memorandum, following are estimated Base resources that will be required by the Director, IC Staff for FY 1989/1990:

	FY 1989	FY 1990
Consultants	$ [redacted]	$ [redacted]
Overtime		
Domestic TDY [redacted]		
Misc Travel, POV, Taxi, etc.		
Contracts		
Base Total	$ [redacted]	$ [redacted]

25X1

25X1

Consultants-funds are required to provide for payment of fees for utilization of consultants when needed on an ad hoc basis at the discretion of the D/ICS or DD/ICS.

Overtime-due to the addition of an additional secretary to the front office because of the reorganization of IC Staff during FY 1987, projected overtime costs for FY 1989 and FY 1990 are based on the number of hours worked by the three front office secretaries during FY 1986 and half of FY 1987.

Domestic [redacted] TDY-requirements are based on past TDY history for the D/ICS and DD/ICS plus anticipated travel by the Special Assistant/D-ICS and the new DD/R&E.

25X1

Misc. Travel-provides an estimate of local travel expenses associated with official functions performed by members assigned to the front office.

Contracts-no contract funds requirements are anticipated for FY 1989 and FY 1990.

2. Besides normal paper, pens, and pencils, there are no known special supply and equipment requirements for this office.

3. We currently project no new initiatives from this office to be included in the Budget Forecast for either FY 1989 and FY 1990.

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[redacted]

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SUBJECT: Fiscal Year 1989/1990 IC Staff Program Call

BF/AS/ICS [redacted] (15 May 87) 25X1

Distribution:
Original - BF/AS/ICS
1 - EO/ICS
1 - C/AS/ICS
1 - ICS/Registry

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OPIM-SR

DCI/ICS 7002-87
13 May 1987

EXECREG
15 MAY 1987
IC STAFF/CSG

MEMORANDUM FOR: Acting Director of Central Intelligence

FROM: Director, Intelligence Community Staff

SUBJECT: Reorganization of the Intelligence Community Staff

1. Action Requested: That you sign the attached letter to NFIC members formally notifying them of the IC Staff reorganization. [redacted] 25X1

2. Discussion: Although we have generally advised Community leadership of the reorganization of the IC Staff, I think it would be appropriate to do so in writing to ensure that everyone understands what we trying to accomplish. The attached memorandum outlines the changes and reasons for them, solicits any suggestions on our efforts in either the Requirements and Evaluation or Research and Development arenas, and concludes by asking the Community leaders for their support by assigning quality people as detailees to the Staff. [redacted] 25X1

[redacted] 25X1

Lieutenant General, USAF

Attachment:
As stated

[redacted] 25X1

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DCI
EXEC
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SUBJECT: Reorganization of the Intelligence Community Staff

Distribution: DCI/ICS 7002-87
Orig-ADCI
1-D/ICS
1-DD/ICS
1-DD/R&E
1-DD/R&E Chrono
1-D/REO
1-ICS Registry

DD/R&E [redacted]-05/13/87) 25X1

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NATIONAL FOREIGN INTELLIGENCE COUNCIL

WASHINGTON, D.C. 20505

15 May 1987

MEMORANDUM FOR: National Foreign Intelligence Council

SUBJECT: Reorganization of the Intelligence Community Staff

1. In response to growing concerns that we needed to do a better job of orchestrating Community efforts in a number of areas, including more systematic evaluation of our performance against intelligence requirements, the DCI and I asked Lt Gen Heinz, upon accepting the job as Director of the Intelligence Community Staff (ICS), last September, to look at ways that he might reorganize the Staff to better address these areas. We have discussed some of the alternative structures at the last two off-site planning conferences. Although we have experienced a number of delays in making this reorganization a reality, I believe that we now have the details in place for a restructured staff which will improve support to the DCI in executing his Community responsibilities. [redacted] 25X1

2. The focus of the restructured IC Staff is primarily on improving our capabilities to provide:

- Systematic, comprehensive evaluation of Intelligence Community performance, to include:
  - -- Better assessments of consumers' intelligence needs (as articulated in the National Intelligence Topics [NITS] and the Future Intelligence Requirements Forecast [FIRF]), and how these needs translate into both near- and long-term production and collection requirements.
  - -- A better linkage between known intelligence production and collection requirements/shortfalls and future investment strategies.
- A more integrated assessment of collection requirements and collection system performance across disciplines.
- Stronger involvement of Community production elements in our assessments of requirements satisfaction, including movement of the Intelligence Producers Council Staff to the ICS and a closer ICS association with the National Intelligence Council and the DCI Production Committees.

[redacted] 25X1

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SUBJECT: Reorganization of the Intelligence Community Staff

- More emphasis on identifying and nurturing investments in research and development critical to future intelligence capabilities. 25X1

3. To address these goals, the IC Staff is now organized with two deputies under Lt Gen Heinz, as outlined in the attached chart. The senior Deputy Director, is charged with administrative 25X1
responsibilities associated with running the Staff, as well as the general oversight of all Staff activities in the absence of Lt Gen Heinz. 25X1

4. The second deputy position, with the title Deputy Director for Requirements and Evaluation, will be occupied by most 25X1
recently the Director of the DCI's Arms Control Intelligence Staff at CIA. has already begun the transition to his new job, and he will be 25X1
fully in place by 1 June. He will be responsible for organizing the requirements and evaluations side of the Staff, with emphasis on providing a structured mechanism for translating policymakers' intelligence needs into requirements, assigning priorities to these requirements, evaluating collection and production performance against these requirements, and, through these evaluations, providing feedback both for near-term improvements and future investment strategies. 25X1

5. Clearly this whole area of evaluation is a challenging one that we have never addressed adequately across the Community. However, I believe that we must tackle this problem head-on if we are going to improve the performance of our Intelligence Community and our ability to justify before the Congress our needs for continued budgetary growth to support increasing U.S. national security needs. We have a number of ideas on how to at least begin the process. For example, we are certain that a greater emphasis on the evaluation of requirements and performance across intelligence collection disciplines is required, as well as a more systematic assessment of the shortfalls that are routinely identified by the producers in the Community. Thus, as shown in the chart, we envision a much closer tie to the DCI Collection and Production Committees and the National Intelligence Council than we have had in the past. Detailed plans implementing these changes are now being developed as transitions to his new responsibilities. 25X1

6. Another organizational change that we are making involves the creation of a new Research and Development (R&D) Coordination Office on the Staff. This group will be responsible for fostering dialogue and nurturing investments across the US Government in research and development activities that have the greatest potential for improving future intelligence capabilities. We have had general discussions with the senior R&D managers in the Community as to how we might best implement this new concept, and their responses have been very encouraging. The details of the new office are taking shape, and I expect that we will be able to announce the new office director and his initial plans for this effort very soon. 25X1

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SUBJECT: Reorganization of the Intelligence Community Staff

7. As discussed at the off-site conference on 11 May, I encourage you to provide me or Lt Gen Heinz your thoughts on approaches we should emphasize, as well as those we should avoid in setting the agenda for the new activities of the Staff. For the effort to be successful, we need to learn from past mistakes and fully incorporate into our planning your views as senior managers of the Intelligence Community. [redacted] 25X1

8. Finally, I want to solicit your support in advance in helping us fill key supporting positions on the IC Staff. I believe that we have an excellent management team in place, but they cannot do the job alone. Successful execution of their new responsibilities will require the strong support of all Community elements, including a willingness to assign our best people to our tasks--for short periods and, on occasion, for longer ones. We will be asking many of you for assistance in this regard as we evolve into our new organization. [redacted] 25X1

25X1

[redacted] 25X1

Robert M. Gates
Acting Chairman

Attachment:
As stated

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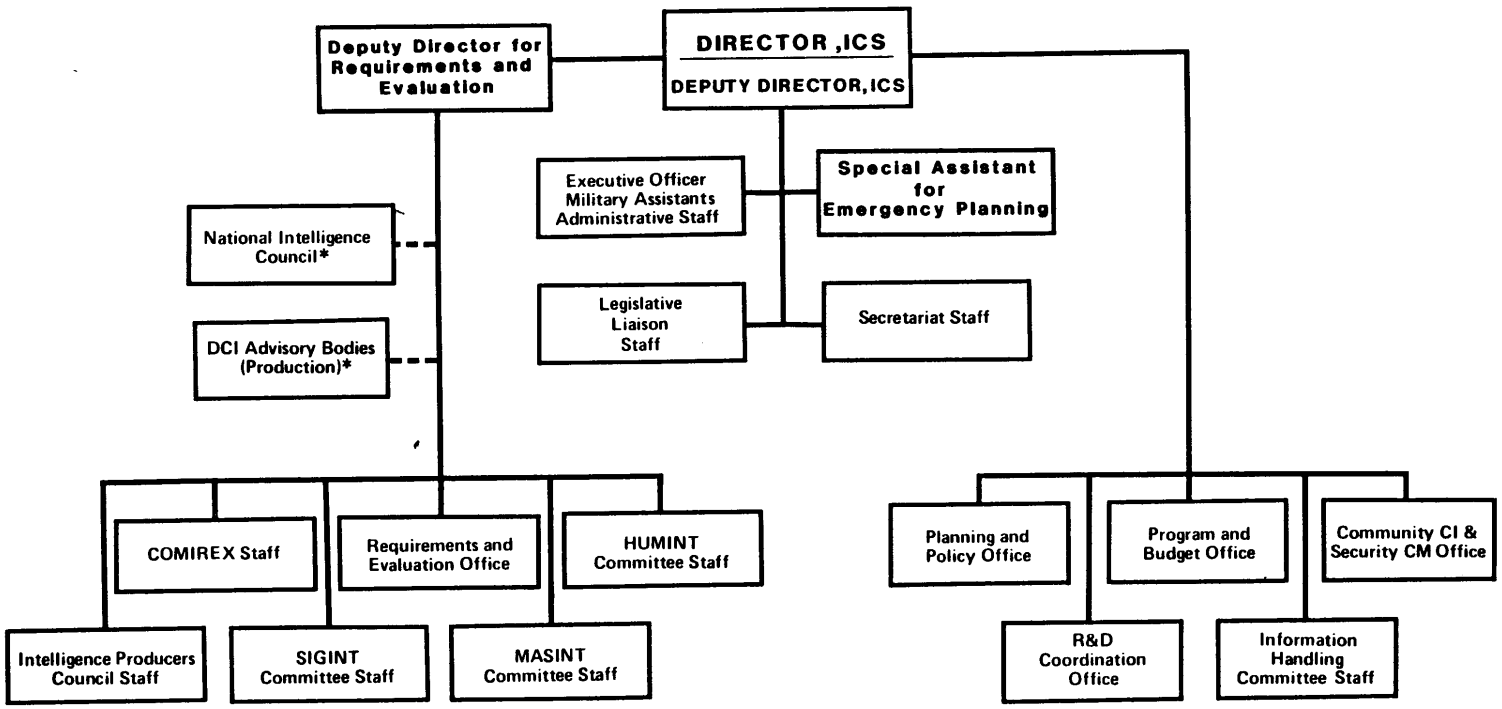
Intelligence Community Staff



28 April 1987

*Provides substantive advice and support

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

REORGANIZATION OF THE INTELLIGENCE COMMUNITY STAFF

FROM:	EXTENSION	NO.
25X1 [redacted] Director, Intelligence Community Staff		DCI/ICS 7002-87
		DATE 13 May 1987

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Executive Registry				
2. ADCI	15 MAY 1987			FOR SIGNATURE
3. ER 25X1 O-D/ICS [redacted]	15 MAY 1987			FOR DISTRIBUTION
4.				
5.				
6.				
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